

# **Resource Book for San Bernardino County Nonprofits**



## **2006**

**Provided by  
*Supervisor Paul Biane*  
San Bernardino County, Second District**



Dear Friend:

As your County Supervisor, I work tirelessly to serve the residents of our district.

Every year I publish a book that consists of available federal, state, local, corporate, and private grants for individuals and non-profit organizations. The intent is to provide assistance for our various community groups and leaders so they can offer vitally needed services for others.

This book contains information about grants in various fields – from the arts to the sciences. It also includes grant-writing guides, application examples, and tips on how to find other grants not published in this book.

Nonprofit groups like yours may find it harder to secure funds for local programs in the wake of Hurricane Katrina and other natural disasters in 2005 that prompted outpourings of charitable contributions. That means successful grant writing and fundraising is more important than ever to keep essential local programs alive. In response to these challenges, this 2006 edition includes a supplemental section entitled "Alternative Means of Funding Your Nonprofit." Here you will find helpful tips for fundraising, using direct mail, cause marketing, and social entrepreneurship. I hope these new resources will help you stay a step ahead in the funding game.

It is my sincere hope that you and your organization will find this 2006 edition helpful in your efforts to enhance the lives of residents in our district and San Bernardino County.

Sincerely,

A handwritten signature in blue ink that reads "Paul Biane". The signature is stylized, with the first name "Paul" written in a cursive-like script and the last name "Biane" in a more blocky, capital-heavy style. A horizontal line extends from the end of the signature.

PAUL BIANE  
Second District Supervisor  
Vice-Chairman, Board of Supervisors



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# **Developing And Writing Grant Proposals**

## **PART ONE: DEVELOPING A GRANT PROPOSAL**

### **Preparation**

A successful grant proposal is well prepared and concisely packaged. Applicants should research all pertinent criteria for the grant program they are seeking assistance from. Applicants should contact the person listed in the grant program description before developing a proposal. The contact person can help grant writers obtain information such as whether funding is available, when applicable deadlines occur, and the grantor agency's application acceptance process. Remember that basic requirements such as application forms, information and procedures vary by granting agencies.

Individuals without prior grant proposal experience may want to attend a grantsmanship workshop. A workshop can amplify the basic information presented here. Consult references listed at the end of this section or explore other library resources for more information about grant writing and proposal development.

## **INITIAL PROPOSAL DEVELOPMENT**

### **Developing Ideas for the Proposal**

When developing a proposal, first determine if your idea has already been considered or implemented. Check with local government agencies as well as public and private agencies that might have grant awards or contracts to do similar work. If a similar program already exists in the area, reconsider submitting the proposed project, particularly if it will be perceived as a duplication of efforts. If significant differences or improvements on the existing program can be clearly established, it may still be worthwhile to pursue assistance.

### **Community Support**

Community support for a proposal can be very helpful. Once the proposal summary is developed, look for individuals or groups from academic, political, professional, and public organizations that can support the proposal in writing. The type and caliber of community support is critical in the review phases. Numerous letters of support can be persuasive. Do not overlook support from local government agencies and public officials. It may take several months to develop endorsement letters since something of value (e.g., buildings, staff, services) is sometimes negotiated between the parties involved.

Many grantor agencies require affiliation agreements (a mutual agreement to share services between agencies) and building space commitments in writing prior to grant approval or award. Meeting with the top community decision makers who have an interest in the proposed project can help generate support. The meeting can include information about the proposal's merits and data to support the proposal. These meetings

can also help you develop a support contract and a strategy to get support from community groups.

### **Identification of a Funding Resource**

Funding can come from a variety of resources. The two basic ones are government and foundations. Find other funding opportunities on the Internet, e-mail and mailing lists, paid e-mail and hard copy subscriptions, Volunteer Center Libraries, and by researching grants for similar programs and services. Review the “Objective,” “Eligibility” and “Use Restriction” for each grant program listed later in this book to match your ideas to granting agencies. Do not overlook related programs as potential resources. The applicant and the grantor agency should have the same interests, intentions and needs.

Once a potential grantor agency is identified, call the contact telephone number provided and ask for a grant application kit. Later, get to know grantor agency personnel. Ask for suggestions, criticism, and advice about the proposed project. In many cases, the more agency personnel know about the proposal, the better the chance of support and of an eventual favorable decision. Sometimes it is useful to send the proposal summary to a specific agency official in a separate cover letter, and to ask for review and comment at the earliest possible convenience. Always check with the agency to determine its preference before using this approach. If the review is unfavorable and differences cannot be resolved, ask the examining agency (official) to suggest another department or agency that may be interested in the proposal. A personal visit to the agency's regional office or headquarters is important. Besides establishing face-to-face contact, a visit may reveal essential details about the proposal, or applicants may find literature and references in the agency's library.

Federal agencies are required to report funding information as funds are approved, increased or decreased. Consider reviewing the Federal Budget to determine proposed dollar amounts for particular budget functions. Carefully study the eligibility requirements for each Federal funding source under consideration (see “Eligibility” section under the grant program description).

Applicants may learn, for example, that they will be required to provide services to particular client groups to qualify for a certain funding source. The original concept may need to be modified to make the project eligible for funding. Discuss eligibility questions with the appropriate program officer.

Deadlines for submitting applications are often non-negotiable. They are usually associated with strict timetables for agency review. Some programs have more than one application deadline during the fiscal year. Plan proposal development around established deadlines.

## **Getting Organized to Write the Proposal**

Keep a notebook handy throughout the proposal-writing stage to jot down ideas. Periodically try to connect ideas by reviewing the notebook. Never discard ideas during this stage. Maintain a file labeled "Ideas" or some other convenient title and review it from time to time. The file should be easy to access. If possible, gather documents such as articles of incorporation, tax exemption certificates, and bylaws before drafting a proposal.

## **REVIEW**

### **Criticism**

At some point, perhaps after the first or second draft, seek a neutral party to review the proposal for continuity, clarity and reasoning. Ask for constructive criticism. For example, does the proposal include unsupported assumptions, jargon or excessive wording? Do not expect the grantor agency to provide revision suggestions during the review.

### **Signature**

Does the grantor agency require chief administrative officials' signatures on the proposal? If so, make sure they are included where appropriate.

### **Neatness**

Proposals should be typed, collated, copied, and packaged correctly, neatly and in accordance with agency instructions. Inspect each package to ensure uniformity from cover to cover. Binding may require clamps or hard covers. Check with the granting agency to determine its preference. Neat, organized, and attractive proposal packages make a positive impression.

### **Mailing**

Include a cover letter with all proposals. Standard U.S. Postal Service requirements apply unless the granting agency indicates otherwise. Make sure there is enough time for the proposal to reach its destination on time. Make special mailing arrangements if standard mail means the proposal will arrive late. If necessary, coordinate such arrangements with the grantor agency.

## **PART TWO: WRITING THE GRANT PROPOSAL**

### **The Basic Components of a Proposal**

Solid proposal packages contain eight basic components: (1) the proposal summary; (2) introduction of organization; (3) the problem statement (or needs

assessment); (4) project objectives; (5) project methods or design; (6) project evaluation; (7) future funding; and (8) the project budget.

### **( 1 ) The Proposal Summary: Outline of Project Goals**

The proposal summary outlines the proposed project and should appear at the beginning of the proposal. It can be a cover letter or a separate page, and it should be brief – no longer than two or three paragraphs. Write the summary after the proposal is fully developed so it communicates all project objectives. This document is the cornerstone of your proposal. The initial impression it gives is critical to your venture's success. Officials often decide whether an application deserves further consideration after reading the proposal summary.

Applicants must select projects that meet local needs and are financially feasible. Alternatives, in the absence of grant support, should be pointed out. The project's potential benefits during and after the proposed funding period should be explained in detail.

### **( 2 ) Introduction of Organization: Presenting a Credible Applicant/Organization**

Gather data about your organization from all sources. Most proposals require applicants to describe their organizations' past and present operations. Some things to include are:

- Brief bios of board members and key staff members.
- Organization goals, philosophy, track record with other grants, and success stories.
- Data should be relevant to the grantor agency's goals and should establish the applicant's credibility.

### **( 3 ) The Problem Statement: Stating the Purpose at Hand**

The problem statement or needs assessment is a key element. It makes a clear, concise, and well-supported statement about the problem to be addressed. Conduct and document formal and informal needs assessments of a program in the target or service area to develop your problem statement. The information provided must be factual and directly related to the problem addressed by the proposal. Areas to document are:

- Purpose for developing the proposal
- Who will the program benefit and how will they benefit?
- Problem's social and economic costs

- Nature of the problem, with as much hard evidence as possible
- How did your organization realize the problem exists, and what else, if anything, is being done about it?
- Remaining alternatives when grant funds run out. Explain what will happen to the project and the impending implications
- Most importantly, the specific manner through which problems will be solved. Review the resources needed, such as staffing and equipment, and consider how they will be used and to what end.

There is a considerable body of literature on needs assessment techniques. Any local, regional, or state government planning office, or local university offering course work in planning and evaluation techniques can provide references. Types of statistics that may be necessary include, historical, demographic, quantitative, factual, statistical, and philosophical information, as well as academic studies, and literature from public and/or university libraries. Highlight examples of your findings in the proposal.

#### **( 4 ) Project Objectives: Goals and Desired Outcome**

Program objectives refer to specific activities in a proposal. Identify all objectives and note how they will be achieved. Consider measurable outcomes of the proposed activities when developing program objectives. Outcomes should be verifiable. If the proposal is funded, the granting agency will evaluate the program on the project objectives, so be realistic when developing them.

#### **( 5 ) Program Methods/Program Design: A Plan of Action**

The program design explains how the project will work and how it will solve the stated problem. Sketch out the following:

- Activities to occur along with the related resources and staff needed to operate the project (inputs).
- An organizational flow chart. Describe how the parts interrelate, where personnel will be needed, and what they will do. Identify the facilities, transportation, and support services required (throughputs). Plan for measurable results. Project staff may need to produce evidence of program performance through an examination of stated objectives during a site visit by the grantor agency or during grant reviews, which can involve peer review committees.
- A diagram of the program may help. For example, draw a grid with three columns and label the columns “Inputs,” “Throughputs” and “Outputs.” On the left side of

the first column, list program features such as “Implementation,” “Staffing,” “Procurement,” and “Systems Development.” This grid will help you conceptualize the project scope and details. (See example below)

	<b>Inputs</b>	<b>Throughputs</b>	<b>Outputs</b>
<i>Staffing</i>	Five nurses to operate a child care unit	To maintain charts, counsel children, and set up a daily routine	Discharge 25 healthy children per week

- Use the most economical methods possible as long as they will not compromise or sacrifice project quality. Expenses associated with project performance may be negotiated with the granting agency. Justify expenditures by matching them with program objectives. Otherwise, the approved project may not resemble the original concept after negotiations with the granting agency. Carefully consider the time and money needed to implement each part of the plan. A Program Evaluation and Review Technique (PERT) chart can help justify some proposals.
- Highlight innovative program features.
- Whenever possible, use an appendix to provide details, supplementary data, references, and information requiring in-depth analysis. This information can detract from the proposal’s readability if included in the body. An appendix provides the reader with immediate access to details if and when clarification of an idea, sequence or conclusion is required. Time tables, work plans, schedules, activities, methodologies, legal papers, personal vitae, letters of support, and endorsements are examples of information found in an appendix.

## **( 6 ) Evaluation: Product and Process Analysis**

The evaluation component is two-fold: (1) product evaluation, and (2) process evaluation. Product evaluation addresses results that can be attributed to the project, as well as the extent to which the project has satisfied its desired objectives. Process evaluation addresses how the project was conducted, in terms of consistency with the stated plan of action and the effectiveness of the various activities in the plan.

Most Federal agencies require some form of program evaluation among grantees. Explore the proposed project’s requirements carefully. An internal staff member, an evaluation firm, or both can conduct evaluations. The applicant should state the amount of time needed to evaluate, how the feedback will be distributed among the proposed staff, and a schedule for review and comment. Evaluation designs may start at the beginning, middle or end of a project, but the applicant should specify a start-up time. It is practical to submit an evaluation design at the start of a project for two reasons:



- Convincing evaluations require the collection of appropriate data before and during program operations.
- If the evaluation design cannot be prepared at the outset, a critical review of the program design may be advisable.

Even if the evaluation design has to be revised as the project progresses, it is much easier and cheaper to modify a good design. If the problem is not defined and carefully analyzed for cause and effect relationships, a good evaluation design may be difficult to achieve. Sometimes a pilot study will identify facts and relationships. However, a thorough literature search may be sufficient.

Evaluation requires both coordination and agreement among program decision makers. Above all, highlight the grantor agency's requirements in the evaluation design. Also, grantor agencies may require specific evaluation techniques such as designated data formats (an existing information collection system), or they may offer financial inducements for voluntary participation in a national evaluation study. The applicant should ask specifically about these points. Also, consult the grant description to determine if you must use specific evaluation methods.

### **( 7 ) Future Funding: Long-Term Project Planning**

Describe how the program will continue after the grant period, and/or the availability of other resources necessary to implement the grant. Discuss maintenance and future program funding if the program is for construction activity. Account for other needed expenditures if the program includes equipment purchases, e.g. ink cartridges and paper for printers.

### **( 8 ) The Proposal Budget: Planning the Budget**

Funding levels in Federal assistance programs change yearly. Review appropriations over the past several years to project future funding levels.

Never expect the grant to be the sole support for the project. This consideration should be given to the overall budget requirements, and in particular, to budget line items most subject to inflationary pressures. Restraint is important in determining inflationary costs. Avoid padding budget line items. Still, you must anticipate future cost increases.

Some vulnerable budget areas include, utilities, rental costs, salary increases, food, insurance, and transportation. Budget adjustments sometimes occur while the grant application is under review, which can be a lengthy process. Be certain implementation, continuation and phase-down costs can be met. Consider costs associated with leases, evaluation systems, hard/soft match requirements, audits, development, implementation and maintenance of information and accounting systems, and other long-term financial commitments.

A well-prepared budget justifies all expenses and is consistent with the proposal narrative. Some areas to evaluate for consistency are: (a) the salaries in the proposal should be similar to those of the applicant's organization; (b) if new staff will be hired, additional space and equipment should be considered; (c) if the budget calls for an equipment purchase, make sure it is allowed by the grantor agency; (d) if additional space is rented, the increase in insurance should be supported; (e) if an indirect cost rate applies to the proposal, the division between direct and indirect costs should not be in conflict, and the aggregate budget totals should refer directly to the approved formula; and (f) if matching costs are required, contributions to the matching fund should be taken out of the budget unless otherwise specified in the application instructions.

Research the grant management circulars issued by the Office of Management and Budget (OMB) to the Federal agency you are seeking funding from. Circulars determine items such as cost principles and auditing requirements for granting agencies.

### **GUIDELINES AND LITERATURE**

- United States Government Manual  
Superintendent of Documents  
U.S. Government Printing Office  
Washington, DC 20402
- OMB Circular Nos. A-87, A-102, A-110, and A-133, and Executive Order 12372:
- Publications Office  
Office of Administration  
Room 2200,  
725 Seventeenth Street, NW.  
Washington, DC 20503

### **Government Printing Office (GPO) Resources**

The government documents identified above are available from the GPO. Send specific requests in writing to:

Superintendent of Documents  
Government Printing Office  
Washington, DC 20402

### **Regional and Federal Depository Libraries**

Regional libraries can arrange for copies of Government documents through interlibrary loans. All Federal Depository Libraries receive copies of the Catalog directly. **Source: Catalog of Federal Domestic Assistance** <http://www.cfda.gov/>